

ADULTS & HEALTH SCRUTINY COMMITTEE	AGENDA ITEM No. 8
19 SEPTEMBER 2023	PUBLIC REPORT

Report of:	Stephen Taylor – Executive Director Adults Services	
Cabinet Member(s) responsible:	Councillor Fitzgerald – Leader of the Council and Cabinet Member for Adults Services and Public Health	
Contact Officer(s):	Wendy Crosson-Smith, ASC Workforce Strategy Lead Oliver Hayward, Assistant Director Commissioning and Commercial Operations	Tel. 07825 001941

UPDATE ON SOCIAL CARE WORKFORCE
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RECOMMENDATIONS	
FROM: Scrutiny Committee	Deadline date:
<p>It is recommended that Adults & Health Scrutiny Committee:</p> <ol style="list-style-type: none"> Review and comment on the progress, next steps and outcomes of the Adult Social Care Provider Workforce Support Plan 2023-2028. 	

1. ORIGIN OF REPORT

1.1 This report is being submitted scrutiny following the recent Adult Social Care (ASC) Workforce Programme Board approval of the Provider Workforce Support Plan. It is being shared with scrutiny members to ensure there are regular and consistent updates on the progress of the programme.

2. PURPOSE AND REASON FOR REPORT

2.1 A five-year Adult Social Care Provider Workforce Support Plan has been jointly developed across Cambridgeshire and Peterborough and approved by the ASC Workforce Programme Board. It is an internal working document which sets out our vision and objections and a working plan to implement initiatives to resolve some of the issues related to recruitment and retention.

2.2 This report is for the Adults and Health Scrutiny Committee to consider under its Terms of Reference Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by Council –

4. Adult Social Care

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. BACKGROUND AND KEY ISSUES

4.1 Background

As a local authority we have a statutory responsibility to provide care and support to people who are eligible. The council fulfils much of this responsibility by commissioning independent providers who offer care in people's own homes, extra care housing, supported living and residential settings.

Within Cambridgeshire and Peterborough Skills for Care report there are 380 care providers across both local authority areas, of which the Councils contract to 288. Many of our providers operate across both Cambridgeshire and Peterborough and therefore this plan includes data from both areas and all initiatives will be accessible to all providers. Across all providers there are 14,100 individuals in direct care roles (care workers, support workers, senior care workers) and 1,550 individuals in managerial positions¹. We also provide direct payments to approximately 850 individuals across Cambridgeshire and Peterborough who manage their own care and support, which may include employing personal assistants.

Increasing demand for services:

Population demographics and characteristics are driving up demand for adult social care and, in turn, driving the need for a larger and more skilled workforce. According to the State of Ageing 2022 report there are currently almost 11 million people aged 65 and over in England; this equates to 19% of the total population. In 10 years' time, this number will have increased to almost 13 million people or 22% of the population. In Cambridgeshire and Peterborough, the age group 65+ is estimated to increase by 48% from 199,190 to 294,801, of which 85+ by 110% from 28,980 to 60,858 between 2021-2041.

As life expectancy increases, the numbers of people who will have social care and health support needs will increase². Living longer can also lead to more complex needs, which will also increase the cost of providing the care needed. Based on the increase in demand on services because of an aging population, in 2021 the Health Foundation predicted that up to 627,000 extra social care staff would be required, representing a 55% growth in the next ten years.³ This would equate to 7,755 extra care workers across Cambridgeshire and Peterborough if our demographics grew in the same way.

Although older people demographics are a large factor in the increasing demand for care, 50% of ASC spend is on adults aged 18 – 64 with Learning Disabilities, Physical Disabilities and Mental Health issues. The number of younger adults with care needs is growing quickly and is projected to grow significantly over the coming years. The proportion of younger adults reporting a disability across England has increased from 14% in 2007/08 to 18% in 2017/18. When combined with population growth, the number rose by 35%. The number of people with severe learning disabilities is projected to increase by 34% between 2017 and 2027⁴. The number of learning-disabled younger adults in LA funded residential care is predicted to rise by 56% between 2018-2038 (Centre for Workforce Intelligence, 2016).

State of the Adult Social Care Workforce in PCC and CCC:

In total the care workforce in England is larger than the NHS workforce⁵ but is fundamentally different in its skills, employment status and recognition. It currently experiences a large turnover of staff, high vacancy rates and a weak baseline of skills which impacts negatively on the quality of some care provision. There is a need for long-term investment and support to recognise and value people working in social care, to develop their skills and offer career

¹ [Peterborough Summary \(skillsforcare.org.uk\)](https://skillsforcare.org.uk/peterborough-summary), [Cambridgeshire Summary \(skillsforcare.org.uk\)](https://skillsforcare.org.uk/cambridgeshire-summary)

² [United Kingdom: life expectancy 1765-2020 | Statista](https://www.statista.com/statistics/1101147/united-kingdom-life-expectancy-1765-2020/)

³ <https://www.health.org.uk/news-and-comment/news/over-a-million-more-health-and-care-staff-needed-in-the-next-decade>

⁴ [Social care for adults aged 18-64 \(health.org.uk\)](https://www.health.org.uk/news-and-comment/news/social-care-for-adults-aged-18-64)

⁵ [Adult social care workforce in England - House of Commons Library \(parliament.uk\)](https://www.parliament.uk/libraries/commons/libraries/commons-library/adult-social-care-workforce-in-england)

pathways.

Staff turnover rate in both CCC and PCC remains high. It has been above 35% for the past five years in a row. Vacancy rates are high in Peterborough City Council at 12.6%. The national average in October 2022 reached 10.9%. We need to support our providers and develop the market to respond to this growth in need and workforce issues, or risk not being able to meet our statutory responsibilities. We seek to maximise opportunities to strengthen skills and retention in the social care workforce to improve the quality-of-care provision and, in turn, improve outcomes for people in our communities, both care workers and recipients of care.

Case for change:

Locally, we know that many of our providers struggle to recruit and retain staff with the right skills, and that this impacts on the quality of care they can offer. This is not unique to Cambridgeshire and Peterborough, and nationally the government are implementing policies to begin to address the challenges care providers face. However, this will take time and at present it is not clear exactly what support and funding will be made available to local authorities or the independent sector. The £500m investment in the social care workforce pledged as part of Social Care Reform in 2021 was halved this year to £250m. 'Recognising skills for careers in care' is still a key ambition, and an implementation plan specifically for the workforce has been set out proposing to invest in qualifications, training, career pathways and international recruitment, although many of the policies are not due to be implemented until after the next general election.

In the meantime, Cambridgeshire and Peterborough are delivering a plan to support the workforce now, developing local initiatives to strengthen the workforce whilst keeping in mind the specific challenges faced by care professionals and providers in the area. The national policies (including the care certificate qualification and career pathway) will take time to implement, and this plan aims to strengthen care delivery in Cambridgeshire and Peterborough, so providers and care professionals are in the best possible position to access new funding and qualifications when they become available.

Based on background research and further investigation and engagement with providers around the key issues (see section 4.2) the workforce support plan proposes a vision for the Adult Social Care workforce across Cambridgeshire and Peterborough which is focused on individual care staff:

The social care workforce across Cambridgeshire and Peterborough feels able and supported to build a 'career in care' which will lead to better outcomes for the people we support.

4.2 Key issues

Provider focus groups took place in April to further explore the specific challenges facing providers in Cambridgeshire and Peterborough. The table below summarises the top common themes arising from both national research and from local providers for both residential and homecare.

	Top common themes	How we propose to address these
1	Shortages of quality staff	To develop with providers a comprehensive marketing plan across the region
2	Training & skills	To standardise delivery and assessment of the Care Certificate through recommended training providers To establish a support model for delivering and recording training e.g. Care Academy
3	Pay linked to funding	To work up options for local pay scales To develop and promote realistic 'Career Pathways'
4	Role expectations	To develop with providers a comprehensive marketing plan across the region
5	Wellbeing	To promote and support the development of a culture of wellbeing, amongst care sector leadership
6	Communication	The regional international recruitment programme, which we are linked into, is providing tools including cultural training and ESOL which will support international recruits with communication.

Along with shortage of staff one of the key issues is the skill levels of staff when they are recruited. There are no entry requirements to join the sector as a care worker. The Care Certificate is designed to provide a baseline of skills for care workers but is not accredited or mandatory. Due to this there are issues with its delivery and assessment including:

- inconsistency in delivery and quality – often delivered by very short on-line learning;
- lack of portability when moving to another care provider, leading to repetition of training;
- challenges including time and cost commitments; and
- challenges involved in the use of agency staff and international recruits not being sufficiently trained.

4.3 Progress so far

To address these issues, the programme has been split into three workstreams:

- Recruitment & Retention
- Learning & Development
- Career Pathways.

A high-level two-year action plan has been developed to implement initiatives and skills has been prioritised as it emerged as the top issue.

We have recruited two members of staff to develop a hybrid Care Certificate training offer for all carers and care providers, including assessment training and ongoing support. This is aimed at:

- Improving the delivery and assessment of the Care Certificate
- Offering hybrid options at low cost to providers

- Working closely with commissioners
- Having oversight of a learner's journey
- Offering continued support and development to assessors

We are in the process of procuring a portal to be free access to all carers and care providers across Cambridgeshire and Peterborough to:

- provide information on training and a list of recommended training providers;
- provide a mechanism for individuals and care providers to log training achieved;
- provide incentives for individuals and care providers to participate in recommended training;
- provide a mechanism for quality assuring the delivery and assessment of the Care Certificate that our contracted care providers are carrying out.

This approach is fairly unique across our region although Hertfordshire run a similar model via their Care Association and Nottinghamshire have also invested in the model for their providers. The government are looking to develop a national 'care portal' and an accredited Care Certificate.

4.4 **Next Steps**

The 'care portal' and the new hybrid Care Certificate package will be launched in November '23. Two face-to-face events will take place one in Peterborough and one in Cambridgeshire. The launch event will also include keynotes from speakers across workforce development programmes, including Skills for Care to share information on funding sources and the adult social care data set, the Integrated Care System (ICS) Health and Social Care Academy, the ASC International Recruitment East programme and a spokesperson on Apprenticeship including Nursing Associates.

The launch will be promoted to all care providers across Peterborough and Cambridgeshire and we are particularly working on reaching Personal Assistants who often work independently and are harder to reach.

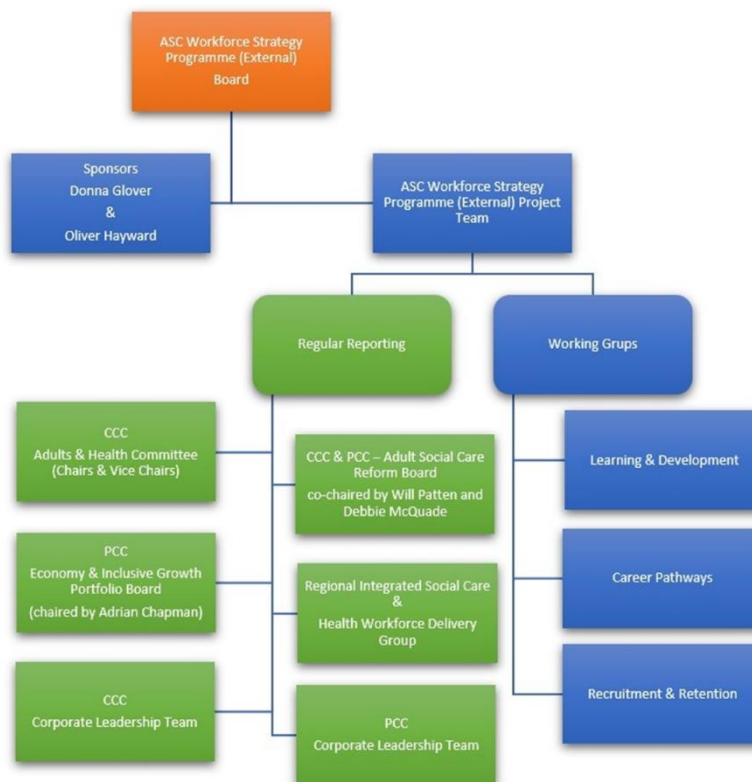
5. **CORPORATE PRIORITIES**

5.1 The Workforce plan links to the Council's Corporate Priority:

1. The Economy & Inclusive Growth (the lead officer reports into this Portfolio Board)
 - Jobs and Money – improving the skills, recruitment and retention of the care workforce

6. CONSULTATION

6.1 The following governance structure has been set up including a programme board jointly chaired with the Cambridgeshire and Peterborough Combined Authority - to ensure links to the wider skills agenda and maximise potential funding streams:



Provider focus groups took place in April '23 which highlighted the issues discussed in section 4.2.

6.2 Regular engagement is taking place with contracted providers. A launch event is planned for November where we will also run another survey.

7. ANTICIPATED OUTCOMES OR IMPACT

7.1 This programme will deliver improvements that will strengthen the workforce and hence increase the quality of care provided to our residents.

7.2 The tables below show the KPIs that have been set:

Council	Council Ambition	Qualitative KPI	Measure
Cambridgeshire	Ambition 4: Health, Safe & Independent Lives - Drive up the quality and dignity of care work	Improved perception of care work as a desirable career	Carers survey at start and end of pilot period
		Improved confidence to cope with the role	Carers survey at start and end of pilot period
Peterborough	...upskilling and attracting more workers into the local care sector	Intention to stay in the sector for the next 5 years	Carers survey at start and end of pilot period

Council	Quantitative KPI	Baseline (Oct 22)	England average	Target Year 1
Cambridgeshire	Staff turnover*	39.9%	29%	↓
	Vacancy rate*	9.8%	10.7%	↓
	Achieved or working towards Care Cert	43%	48%	↑
Peterborough	Staff turnover*	36.9%	29%	↓
	Vacancy rate*	12.6%	10.7%	↓
	Achieved or working towards Care Cert	50%	48%	↑

Workstream	Project	Quantitative KPI	Target	Qualitative KPI	Measure
Learning & Development	Care Certificate	Uptake of packages **	450 / year (year 1) 900 / year (year 2)	Learner satisfaction rate	Post course learner surveys
		% gold standard	50%	Improved competency level	Annual provider survey
	Care Academy	% of providers signed up	50% over 2-year pilot	Improved training management	Annual provider survey
		% of carers signed up	50% over 2-year pilot	Benefits package satisfaction	Annual carers survey via CA

8. REASON FOR THE RECOMMENDATION

- 8.1 This programme will deliver improvements that will strengthen the workforce and hence increase the quality of care provided to our residents.

9. ALTERNATIVE OPTIONS CONSIDERED

- 9.1 Soft market testing for the portal showed it would be cheaper to procure than develop and implementation time would be vastly reduced.

Care Certificate options already on the market were found to be either of very poor quality and online only or expensive and time consuming for face-to-face options. A list of recommended training providers as well as our in-house offer will be promoted through the 'care portal'.

10. IMPLICATIONS

Financial Implications

- 10.1 A funding grant from Health Education England of £451k to Cambridgeshire and £143k to Peterborough has been used to finance this programme. The programme budget has been split proportionately but all initiatives will be equally accessible to all providers and care workers across Cambridgeshire and Peterborough.

Legal Implications

- 10.2 Legal have been consulted regarding the T&Cs for the 'care portal' and are fully aware of the procurement process. Peterborough City Council wishes to delegate the function to Cambridgeshire County Council, who will enter into the contract, with the successful tenderer, on behalf of Peterborough City Council. Therefore, the Councils will enter into a Delegation Agreement with each other.

Equalities Implications

10.3 An EqIA has been carried out and approved. The 'care portal' and training will be accessible to all.

11. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

11.1 [Peterborough Summary \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk/), [Cambridgeshire Summary \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk/)
[Adult social care workforce in England - House of Commons Library \(parliament.uk\)](https://www.parliament.uk/libraries/commons/libraries/commons-library/2019/04/24/adult-social-care-workforce-in-england/)
[United Kingdom: life expectancy 1765-2020 | Statista](https://www.statista.com/statistics/1088127/united-kingdom-life-expectancy-1765-2020/)
<https://www.health.org.uk/news-and-comment/news/over-a-million-more-health-and-care-staff-needed-in-the-next-decade>
[Social care for adults aged 18-64 \(health.org.uk\)](https://www.health.org.uk/news-and-comment/news/social-care-for-adults-aged-18-64)

12. APPENDICES

12.1 **N/A**